

ATO Accomplishments Based on 2003 Employee Attitude Survey Feedback

Background

The ATO Executive Council (EC) in its continuing efforts to build a strong performance-based organization identified four key areas of improvement based on employees' feedback from the 2003 Employee Attitude Survey (EAS). The four key focus areas are:

- Leadership Values and Behaviors
- Leading Performance
- Communications
- Local EAS Interventions

The EC recognizes the importance of focusing organizational resources in a few areas to ensure results are being achieved. The following highlights both actions taken and plans for action in fiscal year 2005.

Leadership Values and Behaviors—Define and adopt leadership values and behaviors.

Action taken:

- The Executive Council held numerous discussions on adopting a high performance, collaborative leadership model. This model will guide the ATO alignment and business transformation.

Leading Performance—Increase managers' skills in clarifying performance expectations, coaching and performance feedback and hold managers and nonmanagers accountable.

Actions taken:

- Approximately 700 ATO managers completed "Creating Value: The Art of Leading Performance" — a new and well-received performance management course developed to address the 2003 EAS results.
- Two sessions of Train-the-Trainer were conducted to prepare 25 ATO managers to facilitate workshops beginning in August 2005.
- Approximately 260 manager/supervisors completed a 12-hour workshop on "Building a Productive Environment". The workshop includes new tools to analyze patterns of leave, credit hours and overtime.
- Over 1500 managers completed the "Managing Through Transition" workshop sponsored by the ATO Transition Team. The workshop included skills for managers to help employees maintain performance during a major reorganization.

Plans for FY 2005:

- By June, there will be a review of the implementation of action plans with the first 500 participants who attended the class "Creating Value: The Art of Leading Performance".
- By July, there will be a review of action plans from supervisors who attended the 12-hour workshop on "Building a Productive Environment".
- By the end of August, ATO Executives and senior managers will attend an action planning and transition management conference.

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Communications—make information more easily and readily available across the ATO.

Actions taken:

- Established an ATO employee website (ATO Online); providing updated events and messages
- Conducting “Communicate the Message” sessions to managers throughout the organization, sponsored by the Transition Team
- Posted the ATO EAS Strategic Plan on the ATO website
- Periodic broadcasting of email messages from the COO to employees on the status of the ATO transition
- Weekly pre-recorded phone messages (1-800-FAA-News) from ATO service unit VPs to their employees, highlighting important concepts and events
- Inclusion of EAS results and implications in “Creating Value: The Art of Leading Performance”.

Local Action Plans—develop local interventions to improve EAS results and individual performance.

Actions Taken:

- A composite of ATO “Best Practices” drawn from successful ATO organizational practices was developed as guidance for developing local action plans
- A “Manager’s Tool Kit” was created as a guidance template for developing local action plans that include a measurement for success.
- Managers and supervisors are working collaboratively with their direct reports to improve the Flight Plan Organizational Excellence metric.

Plans for FY 2005

- Assess employee feedback using the 2005 EAS short survey
- Managers/supervisors provide upward feedback on implementation of action plans and employee feedback on action plans